

# ORGANISATION IMPROVEMENT STRATEGY 2017-2020



<p>- OUR PRIORITIES -</p> <p><b>THRIVING</b> &amp; VIBRANT ECONOMY</p>	<p>- OUR PRIORITIES -</p> <p>PEOPLE</p> <p><b>ACHIEVING</b> THEIR POTENTIAL</p>	<p>- OUR PRIORITIES -</p> <p><b>STRONG</b> &amp; RESILIENT COMMUNITIES</p>	<p><b>ONE</b> COUNCIL</p>
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- CLEAR VISION AND VALUES • CUSTOMER FOCUS • COMMERCIAL AND BUSINESS ACUMEN • EFFECTIVE DELIVERY OF PROJECTS AND PROGRAMMES • INNOVATIVE AND MANAGED RISK TAKING • LEARNING ORGANISATION • LEADERS AT EVERY LEVEL
- FLEXIBLE WORKFORCE • WORKING WITH OUR PARTNERS, COMMUNITIES AND RESIDENTS • ENABLING ORGANISATION

## INTRODUCTION

Our journey to become a customer focused, modern, efficient and business minded ‘Future Council’ began in 2013 and since that time we have implemented a programme of organisational change and transformation at a scale, strength and pace we have not seen before.

As part of our transformation plans, we developed a new vision **‘Working together for a brighter future, a better Barnsley’** supported by our values and behaviours which have been central to supporting the positive changes in our organisational culture.



We are now planning the next phase of our journey to 2020 and our [Corporate Plan 2017-2020](#) sets out our plans of what we want to achieve over the next three years.

This strategy has been developed to ensure we are efficient, effective and in the best position possible to support the achievement of our priorities and plans and to meet our customers’ needs and expectations. It builds on the progress already made as a result of our previous Future Council Strategy 2014-2017 and has been developed in consultation with our employees and our members.

The Organisation Improvement Strategy is one of a number of other strategies that are in place to continue to drive our journey of improvement to 2020.

## OUR JOURNEY SO FAR

Our Future Council Strategy 2014-2017 set out what we wanted to do and achieve in order to bring about the fundamental transformation needed to enable us to become an effective, efficient, high performing and sustainable Future Council.

Our key achievements during the period 2014-2017 are shown below:

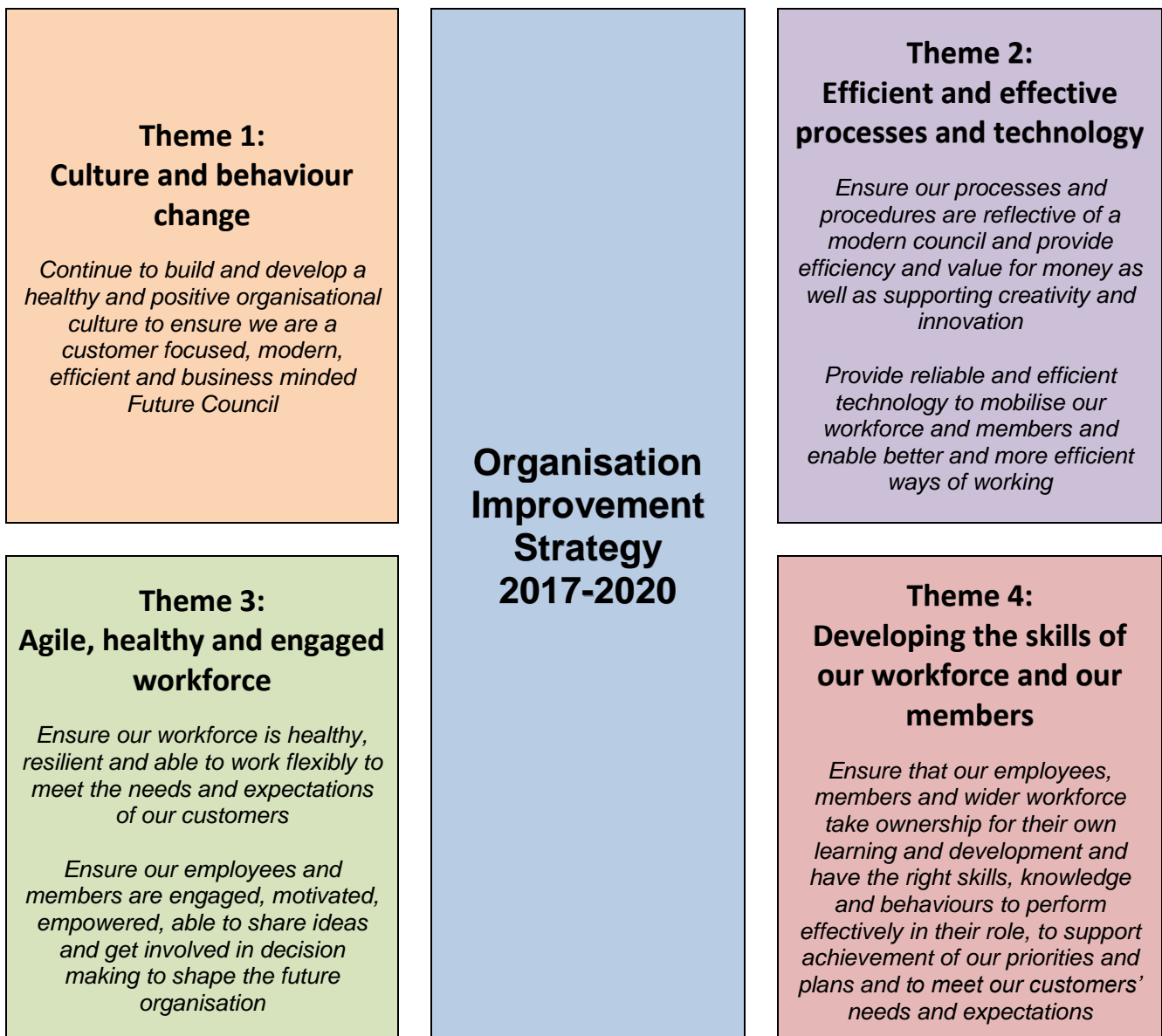
Achieved efficiencies by reviewing and realigning common services and functions	Developed and introduced a new organisational model putting our residents and customers at the heart of everything we do	Enabled a more flexible workforce by introducing job families and generic job profiles	Implemented a new approach to business planning that put our customers at the heart of the process
Introduced a revised approach to financial planning and performance management including multi-year planning to provide more stability	Developed and introduced a new vision and values in consultation with our employees and members which has driven culture change	Developed the 2020 outcomes framework to enable employees to clearly see their contribution to our priorities	Launched the excellence awards scheme to recognise and reward our employees' innovative ideas, suggestions and achievements
Launched our revised Workforce Development Programme 'The Barnsley Offer'	Revised and improved our Member Development offer to align it to Future Council and their community leadership role	Developed and rolled out the Barnsley Leadership Programme to drive forward the culture change needed to become a Future Council	Reviewed senior manager pay and integrated this into a revised 17 grade pay structure
Implemented a revised operating model for social care and improved our debt recovery process as a result of our customer service programme	Successfully enabled an increase in self-service contact with the council by over 27% as a result of our customer service programme	Enhanced the employee benefit offer and launched the employee benefits brochure 'JUST4YOU'	Introduced our Improvement and Growth Fund to drive and support additional innovation and change within the Council
Revised and improved our approach to employee communication, engagement and collaboration	Identified real positive changes and improvements as a result of our employee survey feedback	Became recognised as an Investors in People Gold accredited organisation	Shortlisted as a finalist for the LGC Council of the Year Award 2016

## WHAT'S NEXT FOR US?

We've looked back at the progress made over the last three years and used feedback from our Investors in People assessments to see where we need to make further improvements and do things differently. We also used our recent Talkabout events to ask our employees and members for their help to identify where we need to focus our efforts over the next three years.

This feedback has identified four themes for our Organisation Improvement Strategy 2017-2020. These will enable us to continue to drive forward changes and improvements at pace to ensure we meet the demands required of a modern council.

## OUR ORGANISATION IMPROVEMENT THEMES



## MAKING IT HAPPEN AND MONITORING PROGRESS

Our delivery plan clearly sets out the actions we will take against each of the themes in order to bring about the required improvements and efficiencies to our organisation and how we operate. Progress against the delivery plan will be reported to and monitored by the Future Council Improvement and Growth Board on a bi-monthly basis.

We are aware that the environment in which we operate is constantly changing so it's important that throughout the next three years we continuously reflect, review and evaluate what we are doing to make sure we are still focussing on the right things and are making a positive difference. We will do this by undertaking a 'lessons learned' approach and by reviewing performance data, findings and recommendations from inspections, employee surveys and Investors in People assessments. We will also use feedback from employees, members, partners, communities and customers.

In addition, we have developed 10 areas of focus that are helping us to change the way we work. We have aligned the actions within this strategy to the 10 areas to help us to identify progress towards their achievement. These areas of focus are:

**1. Clear vision and values** – we have developed these together and they define what we are trying to achieve in our communities and for our customers, as well as how we do what we do.

**2. Customer focus** – we will understand all our customers and put them at the centre of everything we do.

**3. Commercial and business acumen** – we will focus on outcomes and making every penny count, removing bureaucracy and running our organisation really well for our customers and residents.

**4. Efficient delivery of projects and programmes** – we will strengthen and standardise our approach. Working together to ensure accountability and value for money.

**5. Innovative and managed risk taking** – we will remove barriers to change, encourage, support and empower our employees to develop great new ideas and implement improvements.

**6. Learning organisation** – we will invest in our employees, recognise success and achievement, and become stronger from our mistakes.

**7. Leaders at every level** – we will have leaders at every level of the organisation who are highly skilled, and able to inspire and empower their teams to respond effectively to local needs.

**8. Flexible workforce** – we will ensure our employees are healthy, agile, skilled, and flexible so that we can continue to meet our customers' changing needs.

**9. Working with our partners, communities and residents** – we will work better together to identify and meet local needs by joining up our work, and playing to our different strengths.

**10. Enabling organisation** – we will enable our partners, communities and residents to do more for themselves, rather than stepping in when we are not needed or where others can do something better than we can.

## ORGANISATION IMPROVEMENT STRATEGY 2017-2020 – HIGH LEVEL DELIVERY PLAN

<b>Key Theme 1: Culture and behaviour change</b>		<i>Continue to build and develop a healthy and positive organisational culture to ensure we are a customer focused, modern, efficient and business minded Future Council</i>		
<b>We will</b>	<b>Delivered through</b>	<b>Priority</b>	<b>Future Council Focus Area</b>	<b>Key outcomes and success criteria</b>
Further embed our vision and values into communications, strategies and processes to ensure they are at the heart of what we do and how we work	Communications Strategy Organisation Improvement Strategy	H	Clear vision and values	Vision and values recognised and understood by employees Values and behaviours are modelled throughout the organisation Positive feedback from customers
Further develop and embed a commercial culture through the implementation of a Commercial Services Strategy	Commercial Services Strategy	H	Commercial and business acumen	Commercial strategy in place Effective training and development programme in place
Further develop and embed a culture of accountability, effective performance management and learning from best practice	Corporate Governance Framework Corporate Project Management Approach Organisation Improvement Strategy	H	Commercial and business acumen Efficient delivery of projects and programmes Leaders at every level	Corporate governance requirements are met across the whole organisation Key performance indicators demonstrate a positive direction of travel Positive feedback from employees regarding the effective management of performance Positive results and feedback from inspections, assessments and reviews Projects delivered to time and within budget

<b>Key Theme 1: Culture and behaviour change (Cont'd)</b>	<b><i>Continue to build and develop a healthy and positive organisational culture to ensure we are a customer focused, modern, efficient and business minded Future Council</i></b>			
<b>We will</b>	<b>Delivered through</b>	<b>Priority</b>	<b>Future Council Focus Area</b>	<b>Key outcomes and success criteria</b>
Develop awareness and confidence amongst our employees and members to prioritise early help and a strengths based approach to enable our partners, communities and residents to do more for themselves	Organisation Improvement Strategy All Age Early Help Strategy Customer Services Strategy	H	Working with our partners, communities and residents  Enabling organisation	Effective training and development programme in place  Positive results from early help audits  Case studies and success stories demonstrating how the change in approach has resulted in people being encouraged and enabled to do more for themselves
Build positive working relationships within the organisation and with our members, partners, communities, residents and the city region by working collaboratively and through integration and co-location	Organisation Improvement Strategy Barnsley Place Based Plan Children's Plan Safer Barnsley Strategy Asset Management Strategy	H	Working with our partners, communities and residents  Customer focus	Positive feedback from employees regarding a reduction in silo working  Case studies and success stories provide positive results arising from joint working, training and volunteering  More regional and sub-regional partnerships in place  Increase in ESV activity
Review our performance and progress in relation to culture and behaviour change through feedback from employees, customers and external assessments	Organisation Improvement Strategy	M	Learning organisation	Positive employee survey results regarding organisational culture  Positive feedback from customers  Positive feedback from external assessments demonstrating progress and improvements in relation to culture and behaviour change

<b>Key Theme 1: Culture and behaviour change (Cont'd)</b>	<b><i>Continue to build and develop a healthy and positive organisational culture to ensure we are a customer focused, modern, efficient and business minded Future Council</i></b>			
<b>We will</b>	<b>Delivered through</b>	<b>Priority</b>	<b>Future Council Focus Area</b>	<b>Key outcomes and success criteria</b>
Continue to build a culture that respects diversity, values the contribution a diverse workforce makes towards a flexible and innovative working environment and treats everyone with dignity	Workforce Diversity Plan Equality Scheme	H	Clear vision and values Flexible workforce	A workforce that better reflects the diversity of the local community Fewer employees reporting bullying or harassment at work



<b>Key Theme 2: Efficient and effective processes and technology</b>	<b><i>Ensure our processes and procedures are reflective of a modern council and provide efficiency and value for money as well as supporting creativity and innovation</i></b> <b><i>Provide reliable and efficient technology to mobilise our workforce and members and enable better and more efficient ways of working</i></b>			
<b>We will</b>	<b>Delivered through</b>	<b>Priority</b>	<b>Future Council Focus Area</b>	<b>Key outcomes and success criteria</b>
Undertake an end to end review of our policies, procedures and processes, using a LEAN approach where appropriate, to ensure we work efficiently, reduce costs, empower people to make timely decisions and are responsive to customer and business needs	Organisation Improvement Strategy  Commercial Services Strategy	H	Commercial and business acumen  Innovative and managed risk taking  Customer focus  Leaders at every level	All policies, procedures and processes streamlined, improved and e-enabled where appropriate  Positive feedback from employees regarding improvements to policies, processes and procedures  Positive feedback from employees about effective and efficient decision making  Positive feedback from customers
Develop and implement a commercial services strategy to ensure we clearly demonstrate value for money across all our activities, identify and develop innovative ways to maximise income and ensure we undertake effective procurement and commissioning	Commercial Services Strategy	H	Commercial and business acumen  Customer focus	Council spend kept within budget  Savings and efficiency targets are met  Opportunities for generating income increase  Performance data demonstrates value for money
Develop and implement a standardised corporate project management approach to ensure efficient delivery of projects and programmes	Corporate Project Management Approach	H	Efficient delivery of projects and programmes	Corporate project management framework and toolkit in place  Effective training and development programme in place  Corporate governance framework and programme and project boards are in place

Key Theme 2: Efficient and effective processes and technology (Cont'd)	<p><i>Ensure our processes and procedures are reflective of a modern council and provide efficiency and value for money as well as supporting creativity and innovation</i></p> <p><i>Provide reliable and efficient technology to mobilise our workforce and members and enable better and more efficient ways of working</i></p>			
We will	Delivered through	Priority	Future Council Focus Area	Key outcomes and success criteria
Provide appropriate hardware and software solutions that will allow our employees and members to access systems, data, information and intelligence when and where they are required in a safe and secure way	IT Strategy	H	Commercial and business acumen Flexible workforce	<p>Each employee and member has access to appropriate technology and information</p> <p>Compliance with information and computer usage policies and legislation</p> <p>Reduction in the number of security breaches</p>
Implement a corporate Learning Management and Appraisal system to provide a standard, centralised system which enables managers, employees, members and partner organisations to effectively manage their learning, development and performance	Organisation Improvement Strategy	H	Commercial and business acumen Learning organisation Leaders at every level	<p>Corporate learning management and appraisal solution in place</p> <p>Reduction in administrative support for learning and development activities</p> <p>Internal and external employees can book and manage own learning</p> <p>Positive feedback from employees regarding opportunities for development</p>

Key Theme 3: Agile, healthy and engaged workforce	<p><b><i>Ensure our workforce is healthy, resilient and able to work flexibly to meet the needs and expectations of our customers</i></b></p> <p><b><i>Ensure our employees and members are engaged, motivated, empowered, able to share ideas and get involved in decision making to shape the future organisation</i></b></p>			
We will	Delivered through	Priority	Future Council Focus Area	Key outcomes and success criteria
Review and revise our approach to agile and flexible working to ensure it continues to be responsive to customer needs and achieves business benefits	Organisation Improvement Strategy IT Strategy Asset Management Strategy	H	Flexible workforce	Revised approach to agile and flexible working in place Employees and members have access to appropriate technology and information Resources and skills can be used flexibly to meet business demands and customer needs Positive feedback from customers
Further embed workforce planning within the business planning process to support managers to predict future workforce demands and the skills needed to deliver the council's priorities	Organisation Improvement Strategy	M	Learning organisation Flexible workforce	Corporate workforce planning toolkit in place Workforce plans are in place for each Business Unit outlining actions to address future workforce issues, demands and skills
Support succession planning by developing career progression pathways for key roles to ensure we retain talent within the organisation	Organisation Improvement Strategy	M	Flexible workforce	Career progression pathways in place for all key roles Increase in the number of employees satisfied with career development opportunities Reduction in repeat recruitment exercises and recruitment costs Increase in retention rates
Support employees to improve their own health, wellbeing and resilience and promote the importance of health and wellbeing to others	Employee Wellbeing Plan	M	Flexible workforce	Effective health and wellbeing offer in place Increase in employee satisfaction Reduction in sickness levels

<b>Key Theme 3: Agile, healthy and engaged workforce (Cont'd)</b>	<p><i>Ensure our workforce is healthy, resilient and able to work flexibly to meet the needs and expectations of our customers</i></p> <p><i>Ensure our employees and members are engaged, motivated, empowered, able to share ideas and get involved in decision making to shape the future organisation</i></p>			
<b>We will</b>	<b>Delivered through</b>	<b>Priority</b>	<b>Future Council Focus Area</b>	<b>Key outcomes and success criteria</b>
<p>Develop and implement an engagement plan which ensures two-way communication between employees and the organisation and provides them with opportunities to raise concerns, share ideas and get involved with decision making to shape the future organisation</p>	<p>Communications Strategy</p>	<p>H</p>	<p>Leaders at every level Innovative and managed risk taking</p>	<p>Employee engagement plan in place Increase in number of employees attending Talkabouts Increase in no of employees satisfied with opportunities to put forward ideas and suggestions Positive feedback from employees regarding opportunities to get involved in decision making</p>
<p>Develop and implement an engagement plan to provide opportunities for members to work collaboratively with officers to share ideas and get involved in decisions to shape the future organisation as well as encourage new candidates to stand as a Barnsley Councillor</p>	<p>Communications Strategy</p>	<p>M</p>	<p>Leaders at every level Working with our partners, communities and residents</p>	<p>Member engagement plan in place Increase in the number of members attending training, scrutiny and Member Talkabouts Increase in new candidates standing for the role of councillor</p>

Key Theme 4: Developing the skills of our workforce and members	<i>Ensure that our employees, members and wider workforce take ownership for their own learning and development and have the right skills, knowledge and behaviours to perform effectively in their role, to support achievement of our priorities and plans and to meet our customers' needs and expectations</i>			
We will	Delivered through	Priority	Future Council Focus Area	Key outcomes and success criteria
Undertake a full review and refresh of our workforce and member development offer to ensure it continues to meet business needs and develops skills needed now and in the future	Organisation Improvement Strategy	H	Learning organisation Flexible workforce	Revised workforce and member development offer in place Increase in employees satisfied with training and development opportunities Increase in the number of employees and members engaging with training Increase in the number of employees with a Level 2 qualification and above Positive feedback from customers
Develop the skills of our workforce and members through a range of different approaches including coaching, mentoring, job shadowing, job rotation and secondments	Organisation Improvement Strategy	M	Learning organisation Flexible workforce	Corporate approach to blended learning in place Increase in the number of employees satisfied with training and development opportunities Positive feedback from customers
Develop the digital confidence of our employees and members to ensure they have the required skills and knowledge to embrace new technology, use it effectively and become digital role models supporting and encouraging others to use online services	Customer Services Strategy Organisation Improvement Strategy IT Strategy	H	Learning organisation Flexible workforce Enabling organisation	Increase in customer take up of online options Improvement in Members digital skills and confidence Increased take up of social media and online collaboration space by employees and members

Key Theme 4: Developing the skills of our workforce and members (Cont'd)	<i>Ensure that our employees, members and wider workforce take ownership for their own learning and development and have the right skills, knowledge and behaviours to perform effectively in their role, to support achievement of our priorities and plans and to meet our customers' needs and expectations</i>			
We will	Delivered through	Priority	Future Council Focus Area	Key outcomes and success criteria
Develop and implement a management toolkit and training programme to ensure consistent and effective management practice is in place across the whole of the organisation	Organisation Improvement Strategy	H	Learning organisation Leaders at every level Flexible workforce	Toolkit and training programme in place Improvement in employee feedback on management and management practice
Develop and implement a Future Leaders programme to retain the talent we have and develop the skills of our leaders of the future	Organisation Improvement Strategy	H	Learning organisation Leaders at every level Flexible workforce	Increase in the number of employees satisfied with training and development opportunities Increase in the number of employees satisfied with career development opportunities Increased retention rates Reduction in the number of management posts advertised externally
Use the 'Pathways to Success' initiative to develop the skills of our employees and wider workforce, to support workforce and succession planning and improve inequalities in our workforce demographic through the use of apprenticeships, traineeships, work placements, volunteering opportunities, supported internships, undergraduates and graduates	Organisation Improvement Strategy	H	Learning organisation Flexible workforce	Increase in the number of placement opportunities supported in the council Achievement of apprenticeship target Apprenticeship levy fully utilised Increase in the skills levels of our residents Improvement in workforce demographics

<b>Key Theme 4: Developing the skills of our workforce and members (Cont'd)</b>	<i>Ensure that our employees, members and wider workforce take ownership for their own learning and development and have the right skills, knowledge and behaviours to perform effectively in their role, to support achievement of our priorities and plans and to meet our customers' needs and expectations</i>			
<b>We will</b>	<b>Delivered through</b>	<b>Priority</b>	<b>Future Council Focus Area</b>	<b>Key outcomes and success criteria</b>
Develop and implement a leadership development programme for our members	Organisation Improvement Strategy	H	Leaders at every level	Member leadership development programme in place No of members successfully completing the programme Increase in the number of members with a Level 2 qualification and above